

Message Text

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ACTION EUR-12

INFO OCT-01 ISO-00 AID-05 CEA-01 CIAE-00 COME-00 EB-04

EA-06 FRB-01 INR-05 IO-04 NEA-06 NSAE-00 RSC-01

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FM USMISSION OECD PARIS

TO SECSTATE WASH DC PRIORITY 4131

C O N F I D E N T I A L SECTION 01 OF 02 OECD PARIS 25908

E.O. 11652: GDS

TAGS: ENGR, OECD

SUBJECT: IEP: STAFFING OF ENERGY AGENCY

1. SUMMARY: WASHINGTON DECISIONS NEEDED QUICKLY RE STAFFING OF NEW ENERGY AGENCY (PARTICULARLY DEPUTY EXECUTIVE DIRECTOR POSITION). STAFFING DIAGRAM GIVEN TO US RECENTLY BY LANTZKE PROVIDES FOR, IN ADDITION TO EXECUTIVE DIRECTOR AND DEPUTY DIRECTOR, THREE KEY OFFICES (EMERGENCY OPERATIONS, POLICY ANALYSIS, AND OIL MARKET DEVELOPMENTS) WITH EIGHT DIVISIONS WITHIN THESE OFFICES. TOTAL PROFESSIONAL-LEVEL STAFF WOULD BE 48. LANTZKE HAS INFORMED US THAT HE BELIEVES THE EXECUTIVE DIRECTOR, HIS DEPUTY, AND THE THREE OFFICE DIRECTORS WILL FORM THE KEY OPERATING NUCLEUS OF THE AGENCY AND SHOULD BE PICKED VERY CAREFULLY AND SOON. LANTZKE'S VIEWS ON WHO SHOULD FILL THESE KEY POSITIONS AND PRELIMINARY MISSION COMMENTS ON PROPOSED ORGANIZATION DIAGRAM FOLLOW. END SUMMARY.

2. WE UNDERSTAND DEPARTMENT (EUR/RPE) HAS NOW RECEIVED COPY OF DRAFT ORGANIZATION DIAGRAM FOR NEW ENERGY AGENCY FORWARDED RECENTLY BY MISSION. LANTZKE HAS PROVIDED DIAGRAM (ON STRICTLY CONFIDENTIAL BASIS) TO US AND TO UK ONLY. SECGEN'S VIEWS ON DIAGRAM NOT YET KNOWN, SINCE CONFIDENTIAL

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LANTZKE SAYS HE REVIEWED DOCUMENT FOR THE FIRST TIME ON

OCTOBER 30. SECRETARIAT WILL BE PROVIDING US SHORTLY WITH DETAILED FUNCTIONAL DESCRIPTIONS FOR EACH POSITION.

3. IN OUR VIEW, MOST PRODUCTIVE APPROACH TO STAFFING PROBLEM IS TO IDENTIFY THOSE OBJECTIVES OF ENERGY PROGRAM WHICH ARE OF MAXIMUM IMPORTANCE TO U.S., AND THEN ATTEMPT TO FILL POSITIONS IN AGENCY WHICH CONTRIBUTE MOST DIRECTLY TO ATTAINMENT OF THESE OBJECTIVES. IN THIS REGARD, WE BELIEVE PRIMARY U.S. OBJECTIVES UNDER IEP SHOULD BE TO ENSURE THAT:

A. EMERGENCY ALLOCATION MECHANISM WORKS QUICKLY AND EFFECTIVELY IN A CRISIS;

B. EFFECTIVE LONG-TERM COOPERATION PROGRAM IS IMPLEMENTED, GENERATING CREATIVE BUT REALISTIC PROGRAMS IN SUCH AREAS AS CONSERVATION, ACCELERATED DEVELOPMENT, SHARING OF "DOWNSIDE RISK," ETC.;

C. ENERGY AGENCY HAS MAJOR ROLE WITHIN OECD IN DEVELOPMENT OF POLICIES AND ASSIGNMENT OF PRIORITIES FOR WORK IN ENERGY R&D.

4. IF WE ASSUME THAT PROPOSED DIAGRAM GENERALLY PARALLELS U.S. VIEW OF WHAT NEW AGENCY SHOULD LOOK LIKE, WE SUGGEST THE FOLLOWING SPECIFIC STAFFING OBJECTIVES:

A. WE ASSUME PRIMARY OBJECTIVE IS TO FILL DEPUTY EXECUTIVE DIRECTOR SLOT WITH WELL-QUALIFIED U.S. NATIONAL. LANTZKE HAS INDICATED HE EXPECTS U.S. TO OFFER CANDIDATE FOR THIS POSITION AND IS PRESSING US HARD FOR NAME. HE SAYS UK IS PUSHING PETER KELLY (ECONOMIC COUNSELOR AT THE BRITISH EMBASSY IN BRUSSELS) FOR THIS JOB. LANTZKE SAYS KELLY APPEARS TO BE WELL QUALIFIED, BUT THAT HE (LANTZKE) HAS NOT GIVEN UK ANY ENCOURAGEMENT IN THIS REGARD. LANTZKE ASSUMES POST WILL BE AT THE ASSISTANT SECRETARY GENERAL SALARY LEVEL. (HE BELIEVES EXECUTIVE DIRECTOR SHOULD BE AT THE DEPUTY SECRETARY GENERAL LEVEL.)

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B. WE ASSUME NEXT OBJECTIVE SHOULD BE TO FILL A SIGNIFICANT NUMBER OF TOTAL AGENCY POSITIONS (LANTZKE SAYS ABOUT 25 PERCENT WOULD BE MAXIMUM FOR U.S.) WITH MAJOR EMPHASIS ON KEY OPERATIONAL JOBS AT UPPER LEVELS. IN LINE WITH OVERALL U.S. OBJECTIVES STATED IN PARA 3, WE BELIEVE THERE ARE (IN ADDITION TO THE DEPUTY JOB) FOUR KEY OPERATIONAL JOBS WHICH THE U.S. SHOULD ATTEMPT TO FILL:

(L.) EITHER EMERGENCY OPERATIONS OFFICE DIRECTOR
(A7/6) OR EMERGENCY PLANNING DIVISION DIRECTOR (A5);

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(2) EITHER POLICY ANALYSIS OFFICE DIRECTOR (A7/6)
OR LONG-TERM COOPERATION DIVISION DIRECTOR (A5);

(3) THE SPECIAL ASSISTANT FOR ENERGY R&D (A6);
AND

(4) THE OIL INDUSTRY DIVISION DIRECTOR (A5)

(BECAUSE OF ITS CLOSE RELATIONSHIP TO THE WORK OF THE
EMERGENCY PLANNING DIVISION.) LANTZKE AGREES THAT THESE
ARE KEY POSITIONS IN THE AGENCY.

5. LANTZKE HAS SAID THAT IF U.S. NATIONALS ARE PUT IN
THE JOBS OF DEPUTY EXECUTIVE DIRECTOR, IEA LEGAL
ADVISOR (LANTZKE WANTS DICK SCOTT, THE PRESENT OECD
DEPUTY LEGAL ADVISOR), AND SPECIAL ASSISTANT FOR ENERGY

R&D (LANTZKE SAYS HE UNDERSTANDS JACK VANDERYNN IS STILL INTERESTED IN THIS JOB), THEN THE U.S. SHOULD NOT EXPECT ANY ADDITIONAL A/6/7 POSITIONS. WITH THIS IN MIND, LANTZKE HAS SUGGESTED THAT BILL HOPPER, ASSISTANT DEPUTY MINISTER OF THE ENERGY MINISTRY IN OTTAWA, WOULD

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BE AN IDEAL CANDIDATE FOR THE EMERGENCY SYSTEMS OFFICE DIRECTOR POSITION. HE SAYS THAT K. TOYONAGA OF THE MITI MINISTRY IN TOKYO WOULD BE EXCELLENT IN THE ENERGY ASSESSMENT/POLICY ANALYSIS OFFICE DIRECTOR SLOT. HE BELIEVES A /UK NATIONAL IS A LOGICAL CHOICE FOR THE OIL MARKET DEVELOPMENTS OFFICE DIRECTOR POSITION, AND THAT PETER KELLY MIGHT BE OFFERED THIS JOB, IF THE US TAKES THE DEPUTY JOB. LANTZKE SAYS HE HAS NO INFORMATION WHATSOEVER, HOWEVER, THAT THE AFOREMENTIONED INDIVIDUALS ARE INTERESTED IN THESE JOBS.

6. OF THE NINE DIVISION DIRECTOR LEVEL POSITIONS, WHICH INCLUDE THE SPECIAL ASSISTANT FOR ENERGY-RELATED QUESTIONS (I.E. MONETARY DEVELOPMENT, RECYCLING, ETC.), LANTZKE HAS INDICATED THAT A U.S. NATIONAL IS LOGICAL FOR THE EMERGENCY PLANNING DIVISION DIRECTOR JOB, AND EITHER THE LONG-TERM COOPERATION DIVISION OR THE OIL INDUSTRY DIVISION JOB (BUT NOT BOTH). THIS WOULD BE PARTICULARLY TRUE, HE SAYS, IF THE OFFICE DIRECTOR POSITIONS ARE DISTRIBUTED AS HE HAS SUGGESTED.

7. LANTZKE IS ALREADY PLANNING ON THE FOLLOWING DIVISION DIRECTOR ASSIGNMENTS, TO MAKE USE OF EXISTING SECRETARIAT PERSONNEL:

A. DATA DIVISION DIRECTOR: PETER HUGGINS, UK.
THIS DIVISION DOES THE STATISTICAL BACK-UP WORK FOR THE IEP.

B. POLICY ANALYSIS DIVISION DIRECTOR: TATSU SUNAMI, JAPAN. LANTZKE SAYS THIS ASSIGNMENT IS BASED ON THE ASSUMPTION THAT A JAPANESE WILL FILL THE OFFICE DIRECTOR SLOT. IF NOT, THEN HE SAYS HE WOULD WANT TO GIVE THE JAPANESE THE LONG-TERM COOPERATION DIVISION POSITION.

C. ENERGY SECTOR DIVISION: KHRISTIAN LAADING, NORWAY. LANTZKE HAS INDICATED THAT THIS DIVISION WILL FOLLOW DEVELOPMENTS IN THE COAL, GAS AND NUCLEAR POWER SECTORS.

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7. ACTION REQUESTED: REQUEST INFORMATION SOONEST
CONCERNING NAME OF U.S. CANDIDATE FOR DEPUTY EXECUTIVE
DIRECTOR POSITION. WOULD ALSO APPRECIATE DEPARTMENT'S
VIEWS AS SOON AS POSSIBLE ON PROPOSED STRUCTURE FOR NEW
AGENCY, AND DEPARTMENT'S COMMENTS ON SPECIFIC STAFFING
SUGGESTIONS SET FORTH PARAS. 4-6 ABOVE.
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